



# SME MIRROR

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The New Year is here offering us new opportunities and promises. With renewed aspirations, we at CII-AVANTHA Centre for Competitiveness for SMEs will continue our efforts to transform Indian MSMEs into the best league of entrepreneurs.

CII-AVANTHA Centre for Competitiveness for SMEs is privileged to partner with the Ministry of Micro, Small and Medium Enterprises (MSME) in organising awareness programmes on Total Quality Management (TQM). The programmes are organised nationally from mid December 2012 to mid February 2013.

I wish the Centre and its members all the very best. I am sure we will continue to excel in our efforts.

Gautam Thapar

Chairman & CEO,

Avantha Group & Chairman,

CII - AVANTHA Centre for Competitiveness for SMEs



## 35 QMS/QT Awareness Programs Across India Sanctioned by MSME



CII-AVANTHA Centre for Competitiveness for SMEs was chosen to be a partner of the Ministry of Micro, Small and Medium Enterprises (MSME) in carrying out a series of Awareness programmes pertaining to the various facets of Total Quality Management (TQM). Various TQM tools are integrated within the awareness programmes to make the SME industries aware about the means and processes through which they can usher in perceptible quality improvements in their organization. Some of the popular TQM tools and methodologies that are used include, 5S, 3M, 7 QC tools, SMED (Single Minute Exchange of Die) & Flow Manufacturing, Autonomous Maintenance, Poka-Yoke (Mistake Proofing) etc.

**At Moradabad:** An awareness drive was held on Dec 26, 2012, at Moradabad in Uttar Pradesh. 5S, 3M & 7 QC tools were employed for spreading awareness on Quality improvement possibilities among SMEs.

**At Vishakapatnam:** An awareness programme on TQM at Vishakapatnam was held on January 3, 2013. The topic was SMED and Flow Manufacturing.

**At Rayagada:** An awareness programme on the topic of 5S, 3M and 7 QC tools was held on January 4, 2013 at Rayagada in Orissa.

**At Mandi, Govindgarh:** Awareness programme on the topic of 5S, 3M and Poka Yoke was held at Mandi, Govindgarh in Punjab on January 4, 2013.

**At Meerut :** An awareness programme on 5 S and 3M was held in Meerut on January 5, 2013.

**At Dimapur:** Awareness programme on the topic of 5 S and 3M was held at Dimapur in Nagaland on January 7, 2013.

**At Jammu:** Awareness on the topic of 5 S and 3M was held in Jammu on January 8, 2013.

**At Vijayawada:** An awareness programme on the topic of on 5S, 3M and 7 QC tools was held on January 8, 2013 at Vijayawada in Andhra Pradesh.

**At Agartala:** An awareness programme on 5S and 3M on January 10, 2013 at Agartala in Tripura.

**At Karur:** An awareness programme on Autonomous Maintenance on January 11, 2013 at Karur in Tamil Nadu.

**At Nasik:** Awareness Programme on 5S, 3M and Poka Yoke on January 11, 2013 at Nasik in Maharashtra.

**At Ludhiana:** Awareness Programme on 5S, 3M and 7 QC tools on January 15 at Ludhiana, in Punjab

**At Aurangabad:** Awareness programme on 5S, 3M & Poka Yoke on January 16, 2013 at Aurangabad in Maharashtra.

**At Parwanoo:** Awareness programme on 5S, 3M & 7QC Tools on January 18, 2013 at Parwanoo in Himachal Pradesh

**At Puducherry:** An awareness programme on 7 QC tools was held at Puducherry on January 21, 2013.

**At Patna:** Awareness programme on 5S and 3M at Patna in Bihar on January 25, 2013.



## Workshop on Increasing your Business Profitability



Business models may be different from one to the other but the one thing that all enterprises would like to achieve is to increase profit. Further they would like to do it in less time and with minimal resources. Precisely this was the motive of the workshop on 'Increasing your Business Profitability, ' organized by CII-AVANTHA Centre for Competitiveness for SMEs on January 11, 2013 at India Habitat Centre in New Delhi.

The workshop was held in association with an external faculty. A unique feature brought in by the faculty was to tell enterprises 'how to run your business operation working one day a week'. The lucrative time and money saving proposition of the workshop drew a very good response. There were as many as 72 participants for the workshop who came from far and wide.

The feedback for the programme was excellent on content and presentation of the workshop. Speaking about his experience, one of the participant Gauhar Rais of Raison Overseas Meerut said "It is a perfect program to kindle the fire in us to do the right job of a businessman. All Indian businessman need to know the science and art of business," Another participant, Manoj Goyal of Pranjal Projects, Faridabad said, "Training was excellent, I learnt a lot and I would like to change myself according to the training that I have attended."

## Minda Supplier Cluster Launch at Pantnagar, Rudrapur



CII-AVANTHA Minda Corporation Pantnagar Supplier Cluster was launched on December 12, 2012 at Pantnagar in Rudrapur District in Uttarakhand. The Cluster has been launched with the objective to improve quality and to be competitive in today's global market. There are 9 SME companies which are part of this cluster. They would be working together for a period of 15 months to improve their competitiveness. The nine companies in the Cluster are Anam Electronics, Rajeev Auto, Ridhi Auto, U.P.Telelink, Hariom Udyog, Mehra Metal, Nisant

Packaging, Pacific Electronics and R.K.Engineering. All cluster companies signed an oath pledging their best co-operation for the success of the cluster.



## Munjal Showa Cluster III Reports Savings close to 1 Crore



### **CII-AVANTHA Centre for Competitiveness for SMEs**

#### **led cluster reports savings close to One crore.**

The Centre successfully concluded the Munjal Showa Supplier Cluster III. The closing ceremony was held on December 15, 2012 at the Munjal Showa plant at Manesar. The duration of the Cluster was from September 2011 to September 2012. The total savings achieved by the six Cluster companies amounted to Rs 99.35 lakhs. These companies are: Arvind Automotive

India, Bajaj Motors Ltd, Unit IV, Hema Engineering Industries, Gowell Rubber Industries, Helical Springs, Manesar and Tube Investment of India. The programme was graced by Mr Yogesh Munjal, Managing Director, Munjal Showa Limited & Chairman, CII Cluster for Competitiveness and Mr R. B. Madhekar, Senior Advisor, Maruti Centre for Excellence (MACE), Maruti Suzuki India Limited.

Speaking about the Cluster experience, **Arvind Cheema, CEO, Arvind Automotive** said, "The cluster activities have been extremely useful in terms of improvement at shop floor, in-process & other additional processes. A remarkable contribution from the persons deputed by CII-AVANTHA Centre for Competitiveness for SMEs. We are thankful to the team of instructors & hope this type of activity will continue in future to give MSME's further value addition".



## Energy Audit @ Omax Group, Cipla Ltd and Haldiram

### Energy Audit at Omax Group

An energy audit was held for the Omax Group from November 7 to 9, 2012. The names of the three plants in which the audit was conducted are: Omax Autos, Dharuhera, Omax Autos, Manesar and Speedomax, Sidhrali. These companies are in the Engineering Sector. The energy audit was exclusively of Electroplating and Paint shop in the plants, involving the detailed analysis of the rectifiers, voltage drop in the plating areas, paint shop optimisation, pumping systems study, insulation for the ovens, hot water generators etc.

### Energy Audit at Cipla, Baddi

An energy audit was held at the plant of the Pharmaceutical company CIPLA Ltd at Baddi in Himachal Pradesh from December 3 to 7, 2012. The audit involved data collection, analysis and energy saving measures in the areas such as Electrical systems (Transformers study, Plant electrical distribution system, Motor analysis), Utility (Chiller systems, Compressed Air systems, Pumping systems), Thermal System (Boilers etc) and Plant Lighting (energy efficient Lighting) etc.

A detailed survey of the lighting was carried out for energy saving opportunities. Further, a detailed survey of the UPS was carried out for energy saving opportunities. Data logger was installed to analyze the % loading, Efficiency and the losses. Based on the audit, it was recommended to Cipla that even as the company had done well for itself in the energy conservation matrix, there is an appreciable quantum of savings that the company can implement through energy savings.

### Energy Audit at Haldiram, Noida

A 5 member team of Energy Management vertical of CII-AVANTHA Centre for Competitiveness for SMEs conducted detailed energy audit at Haldiram Snacks Pvt Ltd, NOIDA from 7 to 11 January 2013. Haldiram, a leading company in food sector in India is looking forward to optimise energy consumption in the plant and requested for Energy Audit services.

The objective was to minimize energy consumption of the plant. Detailed energy audit of the plant involved data collection, measurements, data analysis of all thermal & electrical energy consumers like boiler, thermic fluid heater, air compressors, electrical distribution system, motors, pumps, lighting and harmonic level assessment. Specific improvements were suggested to improve energy efficiency of equipments & optimisation of specific energy consumption of the plant. The identified projects covered savings without investment, some medium term investment projects & some capital projects on energy efficient technology up-gradation.



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## Strategy

Launching a web campaign is like throwing a rock into the Grand Canyon. The Internet is just too vast to be everything to everyone. Good strategy focuses the creative and enables you to speak to the audience you most want to reach.

- ✓ Vision and Scope
- ✓ Conceptualization
- ✓ Creative Development
- ✓ Strategic Planning
- ✓ Product Development
- ✓ SEO/SEM Strategy



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## Workshop on Energy Efficiency



A two day workshop titled 'Energy Efficiency and Effective Implementation; staying ahead of the curve' was held in New Delhi on November 26 and 27, 2012. A three member in-house team of energy auditors from of CII - AVANTHA Centre for Competitiveness for SMEs, were the faculty for the Workshop, which was well attended by companies across various industry sectors.

The workshop was successful in imparting knowledge and techniques for reducing both thermal and electrical energy consumption. It

provided information on latest energy saving ideas and on various energy intensive equipments that are commonly used in all type of industries. Objectives of the workshop also included a reduction in the operational cost of organizations and to develop participants on self-energy auditing techniques through actual implemented case studies. It may be pointed out here that Energy Conservation Act 2001 has made it mandatory for manufacturing industry to manage their energy cost effectively and also for certain sectors, to carry out detailed energy audits.

## Training Programme on Total Cost Management

A one day training programme on Total Cost Management was held on December 21, 2012 at CII Chandigarh. The programme was supported by the ministry of MSME. It was organized by CII-AVANTHA Centre for Competitiveness for SMEs Chandigarh in association with the Total Cost Management (TCM) division of CII. The faculty was an in-house specialist from the TCM division of CII. The programme was well designed and in a concise manner imparted to the eager audience the finer nuances of Total Cost Management. These included conceptual Understanding of Activity Based Costing (ABC) Activity Based Management, Target Costing, Total Cost of Ownership, Cost Driver Analysis, Operations Cost Management and case studies on ABC.

## Members' Articles / Issues of Concern

To share your thoughts, knowledge, issues of concern or any information, please do send in your write ups / articles (500 - 700 words) along with passport size photograph (soft copy) and your complete contact details. We'll be happy to share the same through our subsequent issues of monthly e-newsletter - SME Mirror

For details, please contact Raja Ghoshal  
Mobile: +91-8146315123 or Email: [raja.ghoshal@cii.in](mailto:raja.ghoshal@cii.in)

Interested companies can advertise in the subsequent issues of monthly e-newsletter - SME Mirror which will reach to CII Member companies, Select Non-Members companies, Government officials, Embassies, Indian Missions overseas and others.



## **Flow Manufacturing: An effort to make the best use of both man and machine**

Dear Manufacturers,

Do you know what you are missing if you are not aware of 'Flow Manufacturing' and if you are not implementing it in your organization?

Before we proceed, First, let us understand in short what is Flow Manufacturing.

Flow Manufacturing is the linking of manual and machine operations into the most efficient combination of resources to maximize value added content, while minimizing waste.

The most efficient combination implies the concept of process balancing. When processes are balanced, the product flows continuously, parts movements is minimized, wait time between operations is reduced, inventory is reduced and productivity increases.

Lack of Flow Manufacturing may lead to:

- \* Long manufacturing response times
- \* Excess finished goods Inventory
- \* Inflated Working Capital requirements
- \* Inconsistent Quality
- \* Low Productivity

At CII-AVANTHA Centre for Competitiveness for SMEs, Flow Manufacturing is one of the prime tool and component of Total Quality Management (TQM). Our trained counselors who are well versed with all the dynamics of Flow Manufacturing provide hands on training and implementation methodology through the Cluster Programmes and training programmes.

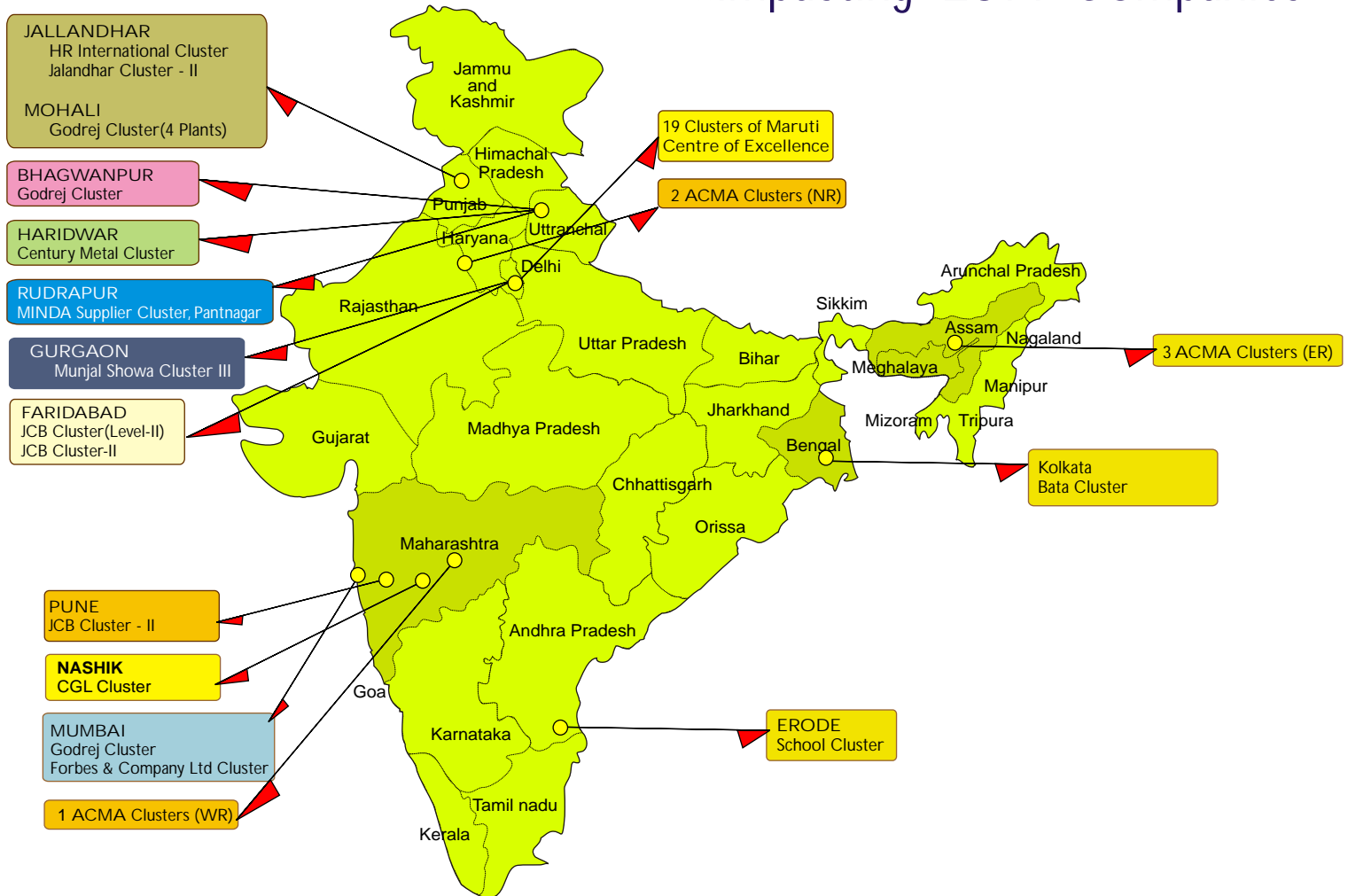
Flow Manufacturing is a time tested tool for higher productivity and highly recommended for all Manufacturing SMEs.



# CLUSTERS FOR COMPETITIVENESS

## A Unique Opportunity for SMEs

**231 Clusters formed,**  
by CII - AVANTHA Centre for Competitiveness for SMEs  
and its Strategic Partners  
...impacting 2377 Companies



Ongoing 39 Clusters, covering 264 companies...

As on: 28<sup>th</sup> January, 2013





## Upcoming Events

### MSME Awareness Programmes

Title / Theme	Date	Venue
Awareness Programme on 5S & 3M	4 February 2013	Jaipur
Awareness Programme on 5S, 3M and 7 QC Tools	5 February 2013	Alwar
Awareness Programme on 5S, 3M and 7 QC Tools	5 February 2013	Rajkot
Awareness Programme on 5S & 3M	6 February 2013	Khurja
Awareness Programme on Autonomous Maintenance	8 February 2013	Ahmedabad
Awareness Programme on 5S & 3M	11 February 2013	Imphal
Awareness Programme on 5S & 3M	12 February 2013	Kamrup
Awareness Programme on 5S & 3M	13 February 2013	Barpeta
Awareness Programme on SMED and Flow Mfg.	13 February 2013	Indore
Awareness Programme on 5S, 3M and 7 QC Tools	14 February 2013	Devas
Awareness Programme on 5S, 3M and 7 QC Tools	15 February 2013	Sonipat
Awareness Programme on 5S, 3M and 7 QC Tools	15 February 2013	Kotayam
Awareness Programme on 5S & 3M	19 February 2013	Belgaum
Awareness Programme on 5S, 3M and 7 QC Tools	26 February 2013	Jamshedpur
Awareness Programme on Autonomous Maintenance	27 February 2013	Bokaro
Awareness Programme on SMED & Flow Mfg.	28 February 2013	Durgapur
Awareness Programme on Autonomous Maintenance	February 2013	Siliguri

### TQM Training Programme

Title / Theme	Date	Venue
Autonomous Maintenance	16 February 2013	New Delhi

Contact: Vishal Sharma, Phone: 9815948446, Email ID: vishal.sharma@cii.in

### Corrosion Management Training Programme

Title / Theme	Date	Venue
Reliability, Safety & Environment	16 February 2013	New Delhi

Contact: Lakshman, Phone: 8699458639, Email ID: lakshman.b@cii.in

### HR Training Programme

Title / Theme	Date	Venue
Effective Succession Planning	22 February 2013	Gurgaon

Contact: Ved Prakash, Phone: 9357418452, Email ID: ved.prakash@cii.in

### Webnair

Title / Theme	Date	Venue
5S	18 February 2013	

Contact: Arun Joshi, Phone: 9872969739, Email ID: arun.joshi@cii.in



**Confederation of Indian Industry**

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes. CII is a non-government, not-for-profit, industry led and industry managed organisation, playing a proactive role in India's development process. Founded over 117 years ago, it is India's premier business association, with a direct membership of over 7100 organisations from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 90,000 companies from around 250 national and regional sectoral associations. CII catalyses change by working closely with government on policy issues, enhancing efficiency, competitiveness and expanding business opportunities for industry through a range of specialised services and global linkages. It also provides a platform for sectoral consensus building and networking. Major emphasis is laid on projecting a positive image of business, assisting industry to identify and execute corporate citizenship programmes. Partnerships with over 120 NGOs across the country carry forward our initiatives in integrated and inclusive development, which include health, education, livelihood, diversity management, skill development and water, to name a few. The CII Theme for 2012-13, 'Reviving Economic Growth: Reforms and Governance,' accords top priority to restoring the growth trajectory of the nation, while building Global Competitiveness, Inclusivity and Sustainability. Towards this, CII advocacy will focus on structural reforms, both at the Centre and in the States, and effective governance, while taking efforts and initiatives in Affirmative Action, Skill Development, and International Engagement to the next level. With 63 offices including 10 Centres of Excellence in India, and 7 overseas offices in Australia, China, France, Singapore, South Africa, UK, and USA, as well as institutional partnerships with 223 counterpart organisations in 90 countries, CII serves as a reference point for Indian industry and the international business community.



**CII-AVANTHA**  
Centre for Competitiveness  
for SMEs

Established in 2004, today Chandigarh based CII-AVANTHA Centre for Competitiveness for SMEs is a one stop shop for SME development. With a pan India approach, the Centre plays role of a guide and mentor for SMEs by its 'Cluster Approach', which enables SMEs to learn through sharing of knowledge with other Cluster companies. Best Practices and a detailed road map for enhancing productivity and efficiency for Cluster companies is charted and implemented by the seasoned counselors of the Centre.

The Centre works exclusively to enhance the competitiveness of MSMEs, through interventions in areas such as Manufacturing Excellence, Energy Efficiency, Cost Management, Total Employee Involvement, e-Learning, Corrosion Management etc. Our Pro-active International Engagements ensure that we are in tune with the cutting edge of global Competitiveness in order to transmit the same to the Indian SMEs. More than 220 Training programmes have been held in the last 3 years, benefitting more than 3500 delegates.

#### **Services Offered**

Service delivery is through a co-ordinated and participative approach. The Centre works closely with industry via training, counseling, sharing best practices, study missions and online inputs to take the organisations to new heights of competitiveness. The centre offers services in the following areas:

- Manufacturing Excellence
- Energy Audits and Management
- Total Cost Management
- Human Resource Management
- Corrosion Management

Methodology : Traditional class-room & shop floor approach is supplemented with innovative e-Learning modules and interactive webinars.

**CII - AVANTHA Centre for Competitiveness for SMEs**  
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